


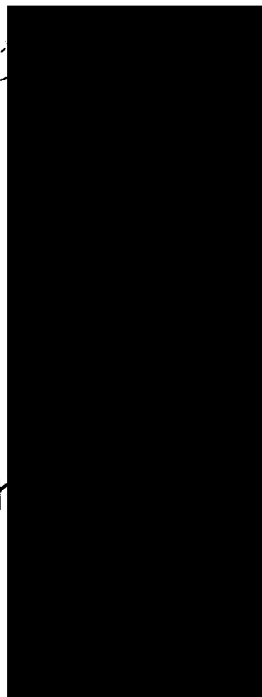
SUBJECT: D/PAO Comments

LOG NO.: 7127

DATE OF ITEM: 8/5 DATE RECEIVED: 8/7

D/PAO COMMENTS:

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25X1A

DISPOSITION:

FILE: to me

ACTION: _____

COORDINATE WITH: _____

SUSPENSE DATE: _____

EA/PAO COMMENTS:

5 September 1979

25X1A MEMORANDUM FOR: [REDACTED]
Deputy to the DCI for Resource Management
25X1A FROM: [REDACTED]
Director, Policy Guidance Office
SUBJECT: An Approach to Issues (U)

1. The "issues" with which we deal can be categorized in at least several ways. Generically, they can be divided into speculation, investment, and insurance categories. Issues also can be defined in threshold terms; so many dollars, so many people, etc. A further category would be cross-program issues; SAFE, NFIP/IRA, [REDACTED] etc. Lastly, there are issues generated outside of the Intelligence Community proper. The PRC(I), the NSC, and the Congress would be the principal sources of externally generated issues. Whatever the issues, and however they are categorized, "issues" are, by definition, to be addressed, with decisions to be made either by you or the DCI. (S) 25X1A

2. I am convinced that it is in our interest to consider how issues should be addressed. The resources of RMS and CTS, though strong, are limited. We should try to employ these resources to their greatest comparative advantage. Our comparative advantage might be defined as our relative competence (analytic skill, knowledge, objectivity, and understanding of the Intelligence Community) vis-a-vis other elements of the Community concerned with any given issue. (U)

3. Let me illustrate how certain issues might be handled:

a. Single Program Issues. An issue like HF Modernization might have been handled by directing NSA to conduct a study under terms of reference provided by RMS. Several in-progress reviews of the study could be conducted by RMS to ensure that such a study is on track. This would be a more efficient utilization of RMS resources than a separate study by PAO and would permit a wider range of issues to be addressed.

b. Cross-Program Issues. RMS/CTS can and should take the lead in studies with directed participation by concerned program managers. Several issues seem to have evolved this way--SAFE, [REDACTED]. Several others, such as the NFIP rectification and [REDACTED] could have benefited from such an approach at the outset.

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25X1A ORIGINAL CL BY 701725

DECLASSIFIED BY 5 Sept 1985

EXTENDED TO 31

REASON

SUBJECT: An Approach to Issues

c. Non-Programmatic Concerns. A third set of issues, or better stated, a third set of concerns, would deal with policy and the procedural and organizational aspects of the Intelligence Community which bear on the utility, quality, effectiveness, and efficiency of intelligence activities. These concerns would encompass those broader interests expressed by the DCI in his "forest" image. I believe the RMS/CTS comparative advantage to be high in this area. We are uniquely positioned to respond and in some cases exploit congressional directives that the Community examine these "big picture" issues. It is also the area in which contract studies would be most productive. In contrast to the first two categories which have, for the most part, direct programmatic implications, these studies would not have to be related to the program cycle although it is likely that program issues would be a consequence of these efforts. [REDACTED] crisis management, utility of intelligence product to the various consumers, redundancy (product and publication) are illustrative of some of these concerns. (S)

25X1A

4. Our ability to achieve the ultimate objective of the improvement of the utility and quality of national intelligence is surely a function of how well we organize and focus our own resources. Perhaps these thoughts can contribute to this end. (U)

25X1A

SUBJECT: An Approach to Issues (U)

Distribution:

Original - Addressee

1 - PBO

1 - PAO

1 - IRO

1 - CLLO

1 - PGO Chrono

1 - PGO Subj

	<u>Expected Value</u>	<u>RMS Relevancy</u>	<u>Type Study</u>	<u>Level of Interest</u>	<u>Other</u>
<u>Study</u>	Likely to produce new analytic insights. Likely to influence decision(s). High intelligence payoff (in cash) High intelligence payoff (in political sensitivity).	Potential budget review issue for FY 1982. Potential cross-program review issue for FY 1983. Potential program review issue for FY 1983. Exploits previous PAO initiative(s).	RM Type study CT Type study CT/RM Type Study CMG Type Study Guidance Type Study External Research	Possible DCI interest Possible D/DCI/RM Interest Past OMB/NSC Interest Past Congressional Interest	Done Before/Well Studied Topic Recommend no further consideration
1. Manpower & Training	✓	✓	✓	✓	A Too narrow
2. R & D	✓	✓	✓	✓	
3. ICT & For Intel. Product	✓	✓	✓	✓	
4. Transmittal Values	✓	✓	✓	✓	
5. Funding of Intel. Systems	✓	✓	✓	✓	Too broad & too general
6. DCFD 1/2 Principles	✓	✓	✓	✓	Availability
7. Common Support of Computers	✓	✓	✓	✓	Points on which to focus
8. PAO Mgt. Info Syst	✓	✓	✓	✓	PGS idly - too narrow
9. RMS Budget Review	✓	✓	✓	✓	
10. Covert Comm.	✓	✓	✓	✓	after a year of...

Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982.
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CMG Type Study
Guidance Type Study
External Research

Possible DCI Interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration
Other

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- 1 Dupl of Imagery Expt
- 2 Exploitation/Collection Flex
- 3 Softcopy utility study
- 4 Telemetry Processing
- 5 PI R.
- 6 Supply & distribution of Linguist
- 7 Linguist Research
- 8
- 9
- 10

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1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

Study	Expected Value				RMS Relevancy				Type Study				Level of Interest				Other			
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Joint Operations																				
Crisis Anticipation																				
Third World Data Bases																				
Mobile Fusion Centers																				
Intelligence Support to the RDJTF																				

SECRET

Study

Expected Value RM Relevance Type Study Level of Interest Other

Likely to produce new analytic insights.	Potential budget review issue for FY 1983.	RM Type study	Possible DCI interest	Done Before/Well Studied Topic
Likely to influence decision(s).	Potential cross-program review issue for FY 1983.	CT Type study	Possible D/DCI, RM Interest	Recommend no further consideration
High intelligence payoff (in cash)	Potential program review issue for FY 1983.	CT/RM Type Study	Past OMB/NSC Interest	
High intelligence payoff (in political sensitivity).	Exploits previous PAO initiative(s).	CMG Type Study	Past Congressional Interest	
		Guidance Type Study		
		External Research		

NRP

Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CWG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

Inquiry

Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CWG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

80 190

Multi

Study

Likely to produce new analytic insights
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CWG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

ILLEGIB
Signature

HUMINT

Study

likely to produce new analytic insights.

Likely to influence decision(s).

High intelligence payoff (in cash)

High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982.

Potential cross-program review issue for FY 1983.

Potential program review issue for FY 1983.

Exploits previous PAO initiative(s).

RM Type study

CT Type study

CT/RM Type Study

CMG Type Study

Guidance Type Study

External Research

Possible DCI interest

Possible D/DCI/RM Interest

Past OMB/NSC Interest

Past Congressional Interest

Done Before/Well Studied Topic

Recommend no further consideration

NUC

Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CMG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

Document Study

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Study

Expected Value	DMS Relevance	Time Type	Source of Interest	Notes
Likely to produce new analytic insights. Likely to influence decision(s). High intelligence payoff (in cash) High intelligence payoff (in political sensitivity).	Potential budget review issue for FY 1982. Potential cross-program review issue for FY 1983. Potential program review issue for FY 1983. Exploits previous PAO initiative(s).	RM Type study CT Type study CT/RM Type Study CWG Type Study Guidance Type Study External Research	Possible DCI interest Possible D/DCI/RM Interest Past OMB/NSC Interest Past Congressional Interest	Done Before/Well Studied Topic Recommend no further consideration Basis for Further A Program Issues on Production

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Study

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982.
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1982
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CWG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic
Recommend no further consideration

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Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1989
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1980.
Exploits previous PAO initiative(s).

RM Type study
CT Type study
CT/RM Type Study
CWG Type Study
Guidance Type Study
External Research

Possible DCI interest
Possible D/DCI/RM Interest
Past OMB/NSC Interest
Past Congressional Interest

Done Before/Well Studied Topic

Recommend no further consideration
Basis for further X program studies on production

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Study

Unpublished Value	RM, RDP Value	RM Study	RM, RDP Value	RM Study
Likely to produce new analytic insights. Likely to influence decision(s). High intelligence payoff (in cash) High intelligence payoff (in political sensitivity).	Potential budget review issue for FY 1982. Potential cross-program review issue for FY 1983. Potential program review issue for FY 1983. Exploits previous PAO initiative(s).	RM Type study CT Type study CT/RM Type Study CWG Type Study Guidance Type Study External Research	Possible DCI interest Possible D/DCI/RM Interest Past OMB/NSC Interest Past Congressional Interest	Done Before/Well Studied Topic Recommend no further consideration

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Study

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Expected Value

RM's Relevance

Type Study

Interest/Relevance

Comments

Likely to produce new analytic insights.
Likely to influence decision(s).
High intelligence payoff (in cash)
High intelligence payoff (in political sensitivity).

Potential budget review issue for FY 1982.
Potential cross-program review issue for FY 1983.
Potential program review issue for FY 1983.
Exploits previous PAO initiative(s).

RM Type study

CT Type study

CT/RM Type Study

CMG Type Study

Guidance Type Study

External Research

Possible DCI interest

Possible D/DCI/RM Interest

Past OMB/NSC Interest

Past Congressional Interest

Done Before/Well Studied Topic

Recommend no further consideration

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[REDACTED] in coordination with PBO and HTO and under Harvey's guidance, has completed work started by [REDACTED] to examine the manning, functions, reporting (and evaluations) of seven attache posts (Djakarta, Seoul, Kinshasa, Jidda, Madrid, Warsaw and Caracas). The understanding acquired has enabled RMS/HTO to evaluate somewhat more effectively DIA's two enhanced packages for increasing Attache presence in the Caribbean region and Persian Gulf areas. Further [REDACTED] the benefit which would accrue to [REDACTED]

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Subject

Purpose/Scope/Objective

Linguist Shortfalls

Both the HPSCI and the SSCI are concerned at the shortage of qualified linguists in the Intelligence Community; the HPSCI has directed "the DCI together with the Secretary of Defense to develop, evaluate, and submit with the fiscal year 1982 budget request a recommended program which encompasses a community-wide approach toward alleviating the linguist shortfalls." [REDACTED] supervision, is drawing up the terms of reference for this report in conjunction with the appropriate people in CIA, NSA and DoD. PAO, in coordination with PBO, PGS and HTN (in view of its Chairmanship of the Orientation and Training Advisory Group-OTAG) will oversee the preparation of the report and arrange for its transmittal via CLLS. Depending upon the conclusions of that report, PAO may wish to do a study on the supply and productivity of linguists at NSA and other intelligence agencies. Such a study would review past work on linguist supply and compensation but would focus on a review of machine translation and productivity-assisting devices, procedural changes (such as NSA's rapid translation approach for enhancing linguistic productivity), and developing estimates of the cost/effectiveness of various other alternatives for increasing linguists' productivity. Such a study would be undertaken by [REDACTED] in cooperation with the language training components of NSA, CIA, and DoD.

Support for Continuing

Rms is to follow up (per DCI guidance)

STW PAO